

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MARCH 12, 1999, IN THE ELLIOTT
ROOM, UNIVERSITY CLUB, MARVIN CENTER

The meeting was called to order at 2:15 p.m., by Vice President Lehman.

Present: Vice President Lehman and Registrar Selinsky; Deans Futrell, Grossman, Lefton, and Phillips; Professors Boswell, Captain, Cawley, Granger, Griffith, Gupta, Hoare, McAleavey, Nagy, Peroni, Robinson, Silber, Simon, Wilmarth, Wirtz, and Yezer

Absent: President Trachtenberg and Parliamentarian Pagel; Deans Harding, Mazzuchi, Riegelman, and Young; Professors Agnew, Berkowitz, Gallo, Harrauld, Harrington, Johnston, Loew, Lynch, Mergen and Sodaro

APPROVAL OF THE MINUTES

The minutes of the regular meeting of February 5, 1999, were approved, as distributed.

RESOLUTIONS

RESOLUTION 98/8, "A RESOLUTION ENCOURAGING THE FACULTY TO SUPPORT AND PARTICIPATE IN CHARITY EVENTS"

Professor McAleavey, Co-Chair of the Joint Committee of Faculty and Students, moved the adoption of Resolution 98/8, and the motion was seconded. He explained that the mission of the Joint Committee, as he understood it, was to respond to concerns of students and faculty. This resolution, which encourages faculty participation, is an example of a resolution which has arisen from student interest. It also draws attention to the successful participation of students and staff in the Aids Walk in Washington and expresses the hope that more faculty members will also participate in these kinds of charity events. Professor McAleavey then called upon Mr. Geoff Schuman, a student member of the Joint Committee.

Mr. Schuman said that he was present as a member of the AIDS Walk team which included over 800 students, who raised the 7th-largest amount of donations. He said the Joint Committee thought that this resolution would provide an opportunity to encourage faculty to participate with students in this kind of event and other charity events throughout Washington.

Professor Yezer asked if there was any evidence that faculty

do not participate in charitable events because it was his impression that they participate quite a lot. Professor McAleavey replied that in terms of the University team organized specifically for the Aids Walk, there were in effect only 3 or 4 faculty members who participated in that event. However, he said, there are many other kinds of charitable events that many faculty do participate in. Professor Yezer said that his colleagues participate in a remarkable number of charitable activities, but this resolution might give readers the impression that they do not. He then moved to amend the RESOLVING clause, as follows:

That the Faculty Senate congratulate the faculty members on their past efforts and encourage them to support and participate in charity events, especially when organized University-wide teams take part in those events.

The motion was seconded, and the amendment was accepted by Professor McAleavey as a friendly amendment.

Professor Robinson then moved to amend the last WHEREAS clause to make it consistent with the amended RESOLVING clause as follows:

WHEREAS, greater faculty participation in the GW team would be welcome ~~(but has been scarce in recent years)~~;

The motion was seconded, and the amendment was accepted by Professor McAleavey as a friendly amendment.

Professor Captain inquired whether or not there is a mechanism in place to track faculty participation in charitable events, and Professor McAleavey responded that the Joint Committee has not done any study of faculty participation. Professor Gupta suggested that the departments have a mechanism for compiling faculty members' charitable activities because such activities are usually listed on their annual reports. Vice President Lehman noted that when he reviewed all of the annual reports, he thought the number of charitable activities participated in by faculty was extensive, including many events not associated with the University. Professor Hoare voiced her support of the Resolution because she thought it gives good visibility to the University when the faculty takes part in these kinds of activities with students.

The question was called on the original motion, as amended, and Resolution 98/8, as amended, was adopted. (Resolution 98/8 is attached.)

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

I. ANNUAL REPORT ON RECRUITMENT AND APPOINTMENT OF WOMEN AND FACULTY OF COLOR BY VICE PRESIDENT DONALD LEHMAN

The Annual Report on the Recruitment and Retention of Women Faculty and Faculty of Color was distributed by Vice President Lehman. He then presented an overview of data contained in the Report which he thought reflects a fairly comprehensive picture of where the University stands in this arena. He pointed out that in the hiring of new faculty, there is becoming, over time, more of a balance between the number of men and women who are hired. However, if one looks across the whole spectrum, the number of minorities who are being hired, more or less, for the last few years has remained rather constant.

Vice President Lehman then said that he would like to read a summary of the last University Roundtable meeting that took place a few weeks ago. The theme of the meeting was "Building a Diverse University Faculty." The Roundtable, he explained, is composed of approximately 20 faculty with the deans, Vice Presidents, and President attending whenever possible. He then read the summary, prepared by Sara Bonthius, Special Assistant, of the Roundtable #6 meeting. Vice President Lehman then thanked Assistant Vice Presidents Peggye Cohen and Annie Woolridge, and Executive Coordinator Margo Carter for their assistance in preparing the Annual Report; he also thanked Professors John Boswell, Arthur Wilmarth, Lilien Robinson, and Deans Futrell and Lefton for participating in the Roundtable discussions. (The Annual Report and Summary of Roundtable #6 are attached as Appendices I and II, respectively.)

Professor Gupta noted that Table 5 of the Report indicates the number of faculty who have been promoted and awarded tenure, and Table 6 indicates the number of faculty who left the University before the tenure notification date. He asked if Table 6 included people who were denied tenure. Vice President Lehman said that it would include those, but it would also include other people who left without actually going through the review process.

Professor Captain congratulated the administration, particularly, Annie Wooldridge, for the direction the University was taking and she was pleased to see that we have moved beyond the old standard, i.e., "they are not in the pipeline," because we now know that they are in the pipeline. But the issue of retention, she said, is of great concern and one that she has expressed openly and repeatedly. She stressed that we need to look at the departments, and even when one talks about mentoring, sometimes it is not the best thing for a young person, particularly for a person of color, because the way the mentoring is sometimes focused here indicates that there is some sort of lack on the part of the untenured person when the lack is often really on the part of the department, and she thought

that that should be taken into consideration. Professor Nagy agreed with Professor Captain and he suggested that it would be helpful next year if the report could include the figures disaggregated by granularity, by department and school.

Professor Yezer pointed out that from his department's point of view hiring and acquiring faculty is very difficult because it is really just an economic total package bottom line. Over a number of years, he said, his department has conducted searches, but GW has a lot of competition for the small number of people who meet the high tenure standards of the department, and that does create a major problem. Professor Granger agreed with Professor Yezer by noting that her department recently went through a round of interviews and wanted to hire a person of color, but the department was not able to offer him enough money. She also pointed out that there were some 50 to 60 applicants for the position and very few women and minorities applied.

Professor McAleavey noted that the data indicated that there is a rather large and striking increase in minorities among the non-tenured faculty population and he asked if it was reasonable to expect that it is easier for minority faculty to gain a non-tenured faculty position than a tenured faculty position. Vice President Lehman explained that tenure and tenure-track positions are under position control cap which has been in effect for more than ten years. The expansion of non-tenure track positions is mostly coming from the creation of specific programs, many of which are off-campus, and contract faculty are hired to teach in those programs. Professor Griffith noted that in Table 7 the total number of some 300 non-tenured faculty struck him as very large and he asked if that number reflected a significant portion from the Medical Center. Vice President Lehman replied that that number includes the Medical Center. Professor Griffith said that he thought it might be useful to see what fraction of those positions are in the Medical Center because there are distinct personnel practices in the Medical Center that do not necessarily reflect what is going on in the University-at-large.

Professor Captain said that it was her perception that other universities in the area seem to do a better job than GW does in the recruitment and retention of women faculty and faculty of color. In fact, she said, GW has been cited by its own Middle States accreditation report in this regard. Perhaps the question that we should be asking is why other universities tend to be successful and we are not, and she suggested that it might be possible to do a comparative search to find out the answer to that question. Professor Yezer added that it is possible to compare starting packages that can be found out by the negotiating process. Vice President Lehman agreed that that would be very valuable to get from other universities in order to do a comparative study of where the University stands.

II. ANNUAL REPORT ON FACULTY SALARIES AND EXECUTIVE COMPENSATION BY
PROFESSOR JOHN G. BOSWELL, CHAIR, COMMITTEE ON APPOINTMENT,
SALARY AND PROMOTION POLICIES

Professor Boswell expressed his regrets that the faculty salary figures were not up-to-date in the Report distributed with the agenda, but the AAUP was behind in getting its information on salaries out last year and the Committee thought it would wait until this year's AAUP figures come out which the Committee would hope to have for both years by May. He noted that Professor Emeritus Kirsch, a member of the ASPP Committee, prepared the Report and he obtained administrative salary figures from the IRS Report that is filed in the Library every year.

Professor Boswell said that much of the Committee's discussion centered around the percentage increases that administrators are receiving as compared with the average of faculty members. But, he said that the Academic Vice President pointed out that the Committee was comparing averages of faculty salaries with the salaries of top administrators in the University, and that, in fact, individual faculty members within the University also receive extensive percentages increases. He then asked Vice President Lehman to speak to this matter.

Vice President Lehman explained that he took all of the faculty ranks and disaggregated them in each of the schools to look at the five highest percentage increases of the faculty in each of the schools at each of the ranks. Because some of the schools have limited numbers of people in certain ranks, the Council of Deans and he decided that that data could not be released. On the other hand, he said that if one looks across the ranks, this year was a bit unique at the assistant professor level. In order to maintain assistant professors at the 80th percentile relative to the AAUP ranking, the administration added an additional \$300,000 into the salary pool for assistant professors. So, in some of the schools, the percentage increases for some of the assistant professors were 15%, 17%, and 20%, and in other ranks percentage increases of 13%, 10% and 8% are not unusual for the top five faculty or even more because it is a continuum going down through the different ranks. Vice President Lehman said that the main point he was trying to make to the ASPP Committee is that he could easily find percentages in the top group of each of the professorial ranks that exceed executive percentages.

Professor Boswell noted that he has been involved with the ASPP Committee for a long time and when the discussion gets to the topic of salaries every person has at least two different sets of opinions about how we ought to go about doing something to raise faculty salaries. He said that he did not think the Committee exactly knows where to go with this, but its major concern is that it would like to be constructive.

Professor Silber asked if the administrators' compensation included fringe benefits, and Vice President Lehman replied that it did not. Professor Peroni asked if the percentages factor in the fact that 4/9ths of the pay increase is given up each year because the faculty do not get their pay increases until January, whereas most universities are on the academic year, and GW was the only University he was aware of that does this. Vice President Lehman replied that George Mason University does the same thing.

Professor Gupta said that he wanted to refer back to the original Senate resolution that asks the administration to meet the AAUP 80th and 60th percentiles in setting salaries. He asked how far the schools are from the 60th percentile and what it would take for the University to bring all the schools to at least the 60th percentile. Vice President Lehman said that he last estimated that it would cost over a million dollars.

Professor Griffith, following up on Professor Gupta's remarks, said that it was very important to break out salary data by the schools to see what the salary levels are in the schools, because when faculty from his school look at these averages, they don't see themselves in this mirror. They wonder who is being talked about when they see these averages, and that is a part of it. But with regard to the total package of executive compensation, it might be interesting, and perhaps Professor Kirsch would be willing to give the Senate a graphical presentation of the rise in the total set of executive compensation over the last few years. Not only is the President's salary growing exponentially, but if one looks at the total set of executive compensation, it seemed to him that we are talking about \$2 to \$2.5 million dollars. Professor Griffith thought if one looks back over a few years, we would see a very sharply rising curve in terms of executive compensation.

Professor Hoare pointed out that if one looks at the average salaries in the Graduate School of Education and Human Development, they are \$71,000 at the professor rank; \$49,000 at the associate professor rank; and \$42,000 at the assistant professor rank. She said that the School has made some real progress in the last several years in the rankings but it is becoming very difficult to attract good faculty by paying what we do at the assistant professor rank. She emphasized that at some point in time, her School may be asking for a reaffirmation from the Faculty Senate of the set of conclusions they came to before because her faculty feel very strongly about it. Professor Yezer said that he thought that this is a matter of dean management because we know what our compensation package is and we know what the compensation packages are elsewhere. Dean Lefton noted that Columbian School does not always get its first choice candidates, but of the 50 hires he has made at GW in the last year and a half, he has not ever lost one over salary. The salaries Columbian School has been offering are competitive with other schools, but where we are losing people, he said, it is because we do not offer graduate support or graduate

assistants, or we do not have space or laboratory equipment. Dean Futrell said that that might be the experience at Columbian School, but it has not been the experience at the Graduate School of Education and Human Development because it cannot compete with salaries elsewhere.

Further discussion followed by Professors Silber, Griffith, and Vice President Lehman.

Professor Wirtz said that it seemed to him that there are a couple of issues here. One is the issue of how the resources called "salary" are allocated across the schools, departments, and faculty members; the other probably more important issue, generally, for the University and the Faculty Senate is the question of how the numbers were decided upon in the first place, i.e., the number of dollars allocated to the salary budget. Professor Wirtz said that he thought it would be instructive to the Senate and to the faculty as a whole through the Senate minutes if the Academic Vice President could explain to the Senate how it is that the dollar value is decided upon each year as to how much money is going to go into faculty salaries.

Vice President Lehman explained that the administration has a specific goal and that is the AAUP's 80th percentile which we have been trying to maintain. Year to year the increase that has been occurring in the AAUP average of the 80th percentile has been approximately 3.7%, and the objective of the administration is to keep a pool of money that will produce an outcome that leads us to be in the 80th percentile. So, 4% based on history up to this year indicates that we would be safe by 3/10ths of a percent relative to keeping faculty salaries at the 80th percentile. This year it was very clear that the assistant professors were not going to make it, so the administration decided that \$300,000 was a reasonable number to keep the assistant professors at the 80th percentile. Once the numbers come out, he said, we will see whether that is true or not because we do not yet know what the nation as a whole is doing.

Professor Wirtz pointed out that because that algorithm would seem to be strictly pegged to the AAUP number, it would seem that certain circumstances would not be appropriately responded to by such a rigid attention to that algorithm. For example, he said, suppose that we do a particularly good job of recruiting and we find that we get really extraordinary assistant professors who, as a group, we want to keep. He said it sounded to him as if that group would not have any recourse in terms of salary increases unless for some reason we were paying them lower than the 80th percentile. Vice President Lehman responded that he did not think that that is true because the deans hold back a percentage of the total pool of money specifically to reward those faculty who are performing at an outstanding level. Professor Wirtz replied that then if everybody is at the AAUP 80th percentile number, there would be no way that the algorithm, as proposed, could occur

without working to the detriment of some other group of faculty members. But, he said, if we are trying to hire quality faculty members and compensate them at levels that are commensurate with their abilities, then one would suppose that we would want to exceed the 80th percentile, yet this algorithm does not seem to allow us any growth in our success. Vice President Lehman replied that he did not think we intended that everybody at the University is going to make the same salary. However, we could do what Cornell University did some years ago and that is to reduce the size of the faculty by 10% and use the saved resources to increase the remaining number of faculty. Another possible solution, he said, is to forego something in some other area that we think is a high priority and push those resources in the direction of salaries.

Professor Robinson said that, in looking back again at the administrative salaries, Vice President Lehman was correct in that the ASPP Committee was comparing individual administrative salaries to average faculty salaries. She suggested that, consistent with the Vice President's observation, the Committee also calculate the average increases for administrators and compare that figure to the average increases for faculty. She thought that this would give us a more complete picture.

Professor McAleavey said that it was his understanding that the University settled on the 60th and 80th percentiles some ten years ago, and, perhaps, it is time to think about a standard other than the 80th percentile. Professor Griffith noted that the University has become fixated on the 80% average and has totally forgotten the bottom half of it which is that all of the schools should be at the 60th percentile. He stressed that at least two of the schools are not even within shouting distance of the 60th percentile and he hoped that that situation would come into the purview of reviewing the salary structure from time to time.

Professor Hoare pointed out that one of the things that has not been discussed here is the fact that many of the Research I universities have a standard for the academic teaching load of two courses per semester, whereas GW's standard is three courses each semester. It is not just a salary equity issue, it is also a work equity issue, so when we try to compare ourselves to others, this is something else to consider. Professor Hoare said that she has no problem with the President's salary because she thought he deserves it as he does a great job, as do the other administrators. However, she also thought that faculty salaries must come up, and she requested that the ASPP Committee look at salary levels at this University in relationship to market-basket universities and the 2-course vs. 3-course load comparison.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION OF THE NOMINATING COMMITTEE FOR THE 1999-00 EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Robinson moved the following nominations for election to the Nominating Committee: Professors Philip W. Wirtz, Convener (SBPM), Hugh L. Agnew (ESIA), Marie M. Cassidy (SMHS), Gerald P. Johnston (GWLS), Murray H. Loew (SEAS), Lynda West (GSEHD), and Laura S. Youens (CSAS).

The Chair called for nominations from the floor. There were no nominations from the floor, and the nominees were elected unanimously.

II. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

III. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

Professor Griffith, Chair, Committee on Professional Ethics and Academic Freedom, reported that the Committee anticipates bringing to the Senate at the April meeting its recommendations with respect to the Cheh Special Committee's proposed changes in the Faculty Grievance Procedures. This is a very complex issue, he said, and if it is on the agenda with a report he urged the Senate to become familiar with the current grievance procedures in order to follow and assess the wisdom of the changes that the PEAFC Committee will propose.

Professor Boswell agreed with Professor Griffith's recommendation regarding the grievance procedures because the Senate needs to re-think some of the procedures that we thought were going to be safeguards but have turned out to be shackles around virtually everybody. He said that Professor Mary Cheh and the Special Committee worked very hard to propose changes that the Senate needs to carefully consider.

Professor Simon, Chair, Committee on Physical Facilities, reported that the Committee has not met for several months. He said that the Committee has been charged with looking at the possibilities for the old University Hospital. Since developing the new Hospital is past the regulatory stage and is in the depths of the political process, he said that the Committee thought at this point it would be best not to raise another flag, and so discussion of the old Hospital has been put on hold for the time being.

BRIEF STATEMENTS (AND QUESTIONS)

No brief statements were made.

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 4:00 p.m.

Brian Selinsky
Brian Selinsky
Secretary

A RESOLUTION ENCOURAGING THE FACULTY TO SUPPORT AND PARTICIPATE IN CHARITY EVENTS (98/8)

WHEREAS, The George Washington University is committed to active participation in improving the quality of life in metropolitan Washington, DC; and

WHEREAS, the University actively solicits information about faculty involvement in community service; and

WHEREAS, the University actively encourages faculty-student interaction outside the classroom; and

WHEREAS, the GW student body and administrative personnel have in recent years demonstrated remarkable enthusiasm in organizing campus-wide support for various charitable fund-raisers, notably the Whitman-Walker Washington DC AIDS Walk, which a unified GW team has entered; and

WHEREAS, in 1998 the GW team in the AIDS Walk was the largest team entered (over 800 participants), and raised the 7th-largest amount of donations, which made GW's the only university team in the top 20 of fund-raising teams; and

WHEREAS, greater faculty participation in the GW team would be welcome ~~(but has been scarce in recent years)~~; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate congratulate the faculty members on their past efforts and encourage them to support and participate in charity events, especially when organized University-wide teams take part in those events.

**Joint Committee of Faculty and Students
February 12, 1999**

Adopted, as amended, March 12, 1999

RECRUITMENT AND RETENTION OF WOMEN FACULTY AND FACULTY OF COLOR

**Report to the Faculty Senate
from the
Office of the Vice President for Academic Affairs
March 12, 1999**

PURPOSE

This report outlines the current status of the recruitment, appointment, promotion, tenure, and retention of, and the climate for, women faculty and faculty of color at the University. In the spirit of Faculty Senate Resolutions 89/13 and 90/7, this report is provided to inform decisions regarding future activity in these areas.

THE STATE OF GEORGE WASHINGTON UNIVERSITY

The data, upon which this and subsequent tables and attachments are based, were provided by the Office of Institutional Research. The data does not include deans, administrators with faculty rank, visiting faculty (except where noted), affiliated faculty, or non-tenure accruing instructors in SMHS.

1997/98 RECRUITMENT ACTIVITY

In 1997/98, 212 authorized searches (national for regular faculty and modified for some visiting faculty) for appointments effective with the 1998/99 academic year resulted in 111 hires, of which 55 were regular full-time appointments and 56 were visiting appointments. Tables 1 and 2 provide in detail the outcome of this activity.

**TABLE 1
New Full-Time Faculty
October 1, 1997 through September 30, 1998**

	<u>MEN</u>		<u>WOMEN</u>		<u>TOTAL</u>	
White	27		16		43	
Black	3		1		4	
Asian	4		2		6	
Hispanic	1		1		2	
TOTAL	35	63.6%	20	36.4%	55	
Minorities	8	22.9%	4	20.0%	12	21.8%

TABLE 2
New Visiting Appointments
Academic Year 1998/99

	<u>MEN</u>		<u>WOMEN</u>		<u>TOTAL</u>	
White	27		25		52	
Black	0		0		0	
Asian	4		0		4	
Hispanic	0		0		0	
<u>TOTAL</u>	<u>31</u>	<u>55.4%</u>	<u>25</u>	<u>44.6%</u>	<u>56</u>	
Minorities	4	12.9%	0	0.0%	4	7.1%

TABLE 3
Full-time Faculty and Percent Change Between
Academic Years 1997/98 and 1998/99

	<u>MEN</u>			<u>WOMEN</u>			<u>TOTAL</u>		
	98/99	Change from 97/98		98/99	Change from 97/98		98/99	Change from 97/98	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	602	1.9%	11	238	6.3%	14	840	3.1%	25
Black	13	30.0%	3	19	11.8%	2	32	18.5%	5
Asian	58	1.8%	1	29	16.0%	4	87	6.1%	5
Hispanic	11	10.0%	1	11	-8.3%	-1	22	0.0%	0
Total	684	2.4%	16	297	6.8%	19	981	3.7%	35
Minorities	82	6.5%	5	59	9.3%	5	141	7.6%	10

As Table 3 shows, the faculty, overall, increased by 4% (or 35 faculty members) compared to 1997/98. While the number of faculty of color increased overall (8% or 10 faculty members) the number of Hispanic faculty remained constant with the loss of one Hispanic woman and the gain of one Hispanic man. Although we are encouraged by the increase in the number of women faculty, the increase does not totally compensate for the 6.7% decrease (loss of 20 faculty members) in this category during the 1996/97 academic year. As a result we have yet to regain the lost ground.

TABLE 4
Full-Time Faculty and Percent Change Between
Academic Years 1988/89 and 1998/99

	MEN			WOMEN			TOTAL		
	98/99 Number	Change from 88/89 Percent	Number	98/99 Number	Change from 88/89 Percent	Number	98/99 Number	Change from 97/98 Percent	Number
White	602	-1.8%	-11	238	35.2%	62	840	6.5%	51
Black	13	62.5%	5	19	137.5%	11	32	100.0%	16
Asian	58	107.1%	30	29	81.3%	13	87	97.7%	43
Hispanic	11	10.0%	1	11	450.0%	9	22	83.3%	10
Total	684	3.8%	25	297	47.0%	95	981	13.9%	120
Minorities	82	78.3%	36	59	126.9%	33	141	95.8%	69

The statistics in table 4 permit us to examine the degree of success (or the need for continued improvement) over the past ten years. While we continue to experience year to year fluctuations in the numbers, the number of women faculty and faculty of color has increased (47% or 95 and 96% or 69 faculty members, respectively) since 1988/89. Although we continue to show long-term gains in these numbers, achieving further increases continues to present a considerable challenge.

FACULTY DEVELOPMENT

Over the years, we have provided several programs and activities in support of the development and retention of GW faculty. These programs and activities include additional competitive funding for research, the University Teaching Center, new faculty orientation, and the orientation for new department chairs. At all levels of administration we continue to focus on such issues as mentoring and advising, the review, revision, and communication of departmental bylaws and promotion and tenure criteria, and campus climate issues.

As Table 5 below shows, between 1992/93 and 1997/98 one-hundred-forty-four (144) faculty members were awarded tenure. However, during the same six years, 12 faculty members were denied tenure: 4 men and 8 women faculty members; 2 of those denied tenure were faculty of color. Also, during the same period, 60 faculty members left prior to their tenure notification date: 39 men and 21 women faculty members; of the total number leaving prior to their tenure notification date, 9 were faculty of color. During the 1997/98 academic year, 1 white man was denied tenure.

While we do not expect everyone to get tenure and natural attrition (retirement, death, etc.) is to be expected, and some faculty will leave even when all is well, we must work diligently to circumvent attrition that may result from support, development and climate issues.

Over the past two years and at the request of the Vice President for Academic Affairs, the University Committee on the Status of Women Faculty and Librarians worked to define and recommend a design for a faculty mentoring program for GW. In July 1998, the Committee, based on a synthesis of information from literature searches, questionnaires for deans, department chairs, and library directors, and structured conversations with faculty and librarians, recommended a systemic mentoring program for GW. The Committee recommended a voluntary mentoring program, available to all junior faculty and librarians, to be formally supported by the central administration through policy and resources. The Committee also offered guidelines and recommendations which would allow for flexibility in implementation by individual schools, departments, and libraries. Since the Committee's recommendation, all schools and the Gelman Library have implemented mentoring programs or enhanced ongoing mentoring activities. It is expected that mentoring efforts will complement the formal advising activities for junior faculty and librarians and enhance the development and retention of these critically important human resources.

TABLE 5
Faculty Promoted and Awarded Tenure 1992/93 to 1997/98 (aggregate)
By Race and Sex

	Promote**						
	Male	Female	Total	Minority	Black	Asian	Hispanic
Arts & Sciences*	60	28	88	14	2	10	2
GSEHD	3	14	17	3	1	1	1
SEAS	14	3	17	5	0	5	0
SBPM	17	8	25	6	1	5	0
LAW	5	5	10	1	0	0	1
SMHS	38	28	66	9	2	4	3
SPHHS	3	2	5	1	0	0	1
TOTAL	140	88	228	39	6	25	8

	Awarded Tenure**						
	Male	Female	Total	Minority	Black	Asian	Hispanic
Arts & Sciences*	37	19	56	12	2	7	3
GSEHD	3	6	9	1	1	0	0
SEAS	15	5	20	8	0	8	0
SBPM	18	4	22	5	0	4	1
LAW	8	4	12	1	0	0	1
SMHS	16	9	25	3	2	1	0
SPHHS	0	0	0	0	0	0	0
TOTAL	97	47	144	30	5	20	5

* Arts and Sciences includes both CSAS and ESIA

** Faculty who are tenured and promoted appear in both charts

TABLE 7
Full-time Faculty by Contract Status and Percent Change Between
Academic Years 1997/98 and 1998/99

Tenured & Tenure-Track Positions Combined

	MEN			WOMEN			TOTAL		
	98/99		Change from 97/98	98/99		Change from 97/98	98/99		Change from 97/98
	Number	Percent		Number	Percent		Number	Percent	
White	457	-1.7%	-8	138	1.5%	2	595	-1.0%	-6
Black	6	20.0%	1	9	12.5%	1	15	15.4%	2
Asian	48	2.1%	1	14	7.7%	1	62	3.3%	2
Hispanic	4	-33.3%	-2	6	-14.3%	-1	10	-23.1%	-3
Total	515	-1.5%	-8	167	1.8%	3	682	-0.7%	-5
Minorities	58	0.0%	0	29	3.6%	1	87	1.2%	1

Non-Tenure Track

	MEN			WOMEN			TOTAL		
	98/99		Change from 97/98	98/99		Change from 97/98	98/99		Change from 97/98
	Number	Percent		Number	Percent		Number	Percent	
White	145	15.1%	19	100	13.6%	12	245	14.5%	31
Black	7	40.0%	2	10	11.1%	1	17	21.4%	3
Asian	10	0.0%	0	15	25.0%	3	25	13.6%	3
Hispanic	7	75.0%	3	5	0.0%	0	12	33.3%	3
Total	169	16.6%	24	130	14.0%	16	299	15.4%	40
Minorities	24	26.3%	5	30	15.4%	4	54	20.0%	9

TABLE 8
Full-time Faculty by Rank and Percent Change Between
Academic Years 1997/98 and 1998/99

Senior Ranks - Professor & Associate Professor

	MEN			WOMEN			TOTAL		
	<u>98/99</u>	<u>Change from 97/98</u>	<u>Number</u>	<u>98/99</u>	<u>Change from 97/98</u>	<u>Number</u>	<u>98/99</u>	<u>Change from 97/98</u>	<u>Number</u>
	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>	
White	487	0.6%	3	142	3.6%	5	629	1.3%	8
Black	8	33.3%	2	12	20.0%	2	20	25.0%	4
Asian	42	13.5%	5	12	9.1%	1	54	12.5%	6
Hispanic	6	0.0%	0	7	16.7%	1	13	8.3%	1
Total	543	1.9%	10	173	5.5%	9	716	2.7%	19
Minorities	56	14.3%	7	31	14.8%	4	87	14.5%	11

Junior Ranks - Assistant Professor & Instructor

	MEN			WOMEN			TOTAL		
	<u>98/99</u>	<u>Change from 97/98</u>	<u>Number</u>	<u>98/99</u>	<u>Change from 97/98</u>	<u>Number</u>	<u>98/99</u>	<u>Change from 97/98</u>	<u>Number</u>
	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>	
White	115	7.5%	8	96	10.3%	9	211	8.8%	17
Black	5	25.0%	1	7	0.0%	0	12	9.1%	1
Asian	16	-20.0%	-4	17	21.4%	3	33	-2.9%	-1
Hispanic	5	25.0%	1	4	-33.3%	-2	9	-10.0%	-1
Total	141	4.4%	6	124	8.8%	10	265	6.4%	16
Minorities	26	-7.1%	-2	28	3.7%	1	54	-1.8%	-1

TABLE 9
1998/99 Regular Full-Time Faculty

	Total		By Tenure Status				By Rank			
			Tenure/Tenure Track		Non-Tenure-Track		Senior Ranks		Junior Ranks	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	981	100%	682	100%	299	100%	716	100%	265	100%
Women	297	30%	167	24%	130	43%	173	24%	124	47%
Men	684	70%	515	76%	169	57%	543	76%	141	53%
White	840	86%	595	87%	245	82%	629	88%	211	80%
Black	32	3%	15	2%	17	6%	20	3%	12	5%
Asian	87	9%	62	9%	25	8%	54	8%	33	12%
Hispanic	22	2%	10	1%	12	4%	13	2%	9	3%
Minority Total	141	14%	87	13%	54	18%	87	12%	54	20%

As Tables 7, 8, and 9 show:

- While 70% of the faculty are men, 76% of tenured or tenure track faculty are men and only 57% of the non-tenure track faculty are men. Women, on the other hand, make up 30% of the faculty, 24% of the tenured or tenure track faculty, and a disproportionate 43% of the non-tenure track faculty.
- Women faculty (43%) and faculty of color (18%) are over-represented in the non-tenure track positions. A majority (52%) of non-tenure track faculty are women and/or people of color.
- Of the total number of faculty of color, 47% of the Black faculty, 71% of the Asian faculty, and 45% of the Hispanic faculty are either tenured or in tenure track positions.
- Women faculty (47%) and faculty of color (20%) are over-represented in the junior ranks. Combined, these groups of faculty hold 57% of the Assistant/Instructor positions.
- Of the total number of faculty of color, 62% of Black, 62% of Asian and 59% of Hispanic faculty are either full or associate professors.

Although we are making some progress, the data demonstrate that there is a continuing need to work toward improving the representation of women faculty and faculty of color among the total faculty population, as well as to strive to improve the status of these groups of faculty.

INSTITUTIONAL COMMITMENT

In keeping with the letter and spirit of Federal and District of Columbia laws and the Faculty Code and Handbook, the University does not unlawfully discriminate against any person on the basis of race, color, religion, sex, national origin, age, disability, veteran status, or sexual orientation. This policy of equal opportunity covers all programs, services, policies and procedures of the University including admission to education programs and employment. The University is also committed to affirmative action—the positive, voluntary efforts we employ to promote equal employment and to achieve a balanced representation of employees. Notwithstanding the debate about affirmative action and what is likely to become of these policies, we are legally and morally bound to ensure there is no discrimination in employment at GW. Toward that end, we engage in activities that are proactive, preventive, inclusive, representative of our institutional values, and in line with applicable legal standards.

CAMPUS CLIMATE

In addressing the practices and policies that might make our campus something less than hospitable and, therefore, preclude the full participation of women faculty and faculty of color, the administration has concentrated on the following initiatives:

Climate Survey-Report Update

In February 1996, the Committee on the Status of Women Faculty and Librarians and the Ad Hoc Committee on Minority Faculty, with the support of the Vice President for Academic Affairs and the Faculty Senate, surveyed the faculty for their opinions on the "climate" for professional life at the University. We circulated the report outlining the findings, conclusions and recommendations to the faculty in March 1998.

On April 22, 1998, we presented the report for extensive discussion and strategic development by participants at the spring meeting of the University Committee on the Status of Women Faculty and Librarians. In February 1999, the committee forwarded the results of the roundtable discussions to the Vice President for Academic Affairs for review, action, and subsequent report to the faculty.

Salary Equity

The University has monitored faculty salary equity since 1973 when, in accordance with the Equal Pay Act of 1963, a major adjustment was made to equalize salaries of women faculty members. A committee, composed of representatives from the Office of Academic Affairs and the Faculty Senate, conducts University-wide reviews biennially. The next review is scheduled for Spring 1999.

Special salary reviews (those requested by individual faculty members or their deans), are handled on a case-by-case basis. Salaries that warrant an adjustment, pursuant to our current salary administration policy, are adjusted accordingly. We are currently evaluating two women faculty members salaries. Neither review, one occasioned by an EEOC grievance, the other requested by a dean, has been completed.

Committee on the Status of Women Faculty and Librarians

This Committee continues to assist the Vice President for Academic Affairs in identifying obstacles to the professional and personal development of women faculty and librarians and to recommend strategies to overcome these obstacles and improve conditions of campus life.

Over the past eight years, the Committee has held a number of meetings and seminars focusing on such issues as development strategies for women faculty and faculty of color, mentoring and networking, campus climate, and the status of GW women faculty and librarians. The Committee continues to work with women within their respective schools and libraries to share information and solicit issues for University and Committee consideration. Current committee efforts include (but are not limited to): revising the Resource Directory for women faculty and librarians; improving faculty advisement and mentoring; studying ways of distributing faculty salary data; investigating diversity efforts across the Schools; encouraging women faculty participation in governance activities; and examining ways of providing additional research support to junior faculty.

Recognition and Prevention of Sexual Harassment

The University continues to deal with complaints of sexual harassment. Committed to maintaining a positive climate where individuals can pursue their academic and work activities in an atmosphere free from coercion and intimidation, we are determined to work toward alleviating occurrences of sexual harassment.

Educating Faculty

The recent Supreme Court rulings on sexual harassment have heightened concerns about how to protect faculty and the University from sexual harassment liability. Between March 1998 and June 1998, the Supreme Court issued four landmark sexual harassment decisions--three under Title VII¹ and one under Title IX². With these rulings the Court clarified the legal standards for sexual harassment liability.

The major impact of the Court's rulings is that employers are more likely to be liable for sexual harassment by supervisors. This makes it extremely important that employers take aggressive, preventive measures related to sexual harassment, as well as to more carefully document those measures taken. The Court's rulings suggest steps an employer can take to reduce exposure to sexual harassment claims and to limit liability. These steps, traditional measures and those based on the rulings in question, include (but are not limited to) the following:

- ▶ Strengthening efforts to ensure that all supervisors and line staff understand what conduct is and is not appropriate in the classroom or workplace and behave accordingly.
- ▶ Ensuring that supervisors and line staff understand what steps they must take if they receive allegations of sexual harassment.

¹ Title VII of the Civil Rights Act of 1964 prohibits discrimination based on race, sex, color, religion, and national origin.

² Title IX of the Education Amendments of 1972 prohibits sex discrimination in educational programs or activities that receive federal funds.

- ▶ Broadly disseminating anti-sexual harassment policies that make it clear that: employees are responsible for reporting harassment; harassment complaints will be promptly and thoroughly investigated and handled confidentially (except as reasonably necessary for investigation and resolution); and that the University will take prompt disciplinary action when necessary, etc.
- ▶ Conducting widespread training to make all employees aware of policies governing sexual harassment, informing them of complaint procedures, as well as advising them about what conduct is inappropriate in the classroom and workplace.
- ▶ Taking measures to encourage employees to use the complaint procedures if harassment is discovered.

A primary concern is the need to quickly address the scope of faculty education efforts related to sexual harassment recognition and prevention. While the traditional measures we have used (mass mailings, orientation sessions, department chair meetings, and other informal venues to disseminate important information) may be a starting point for this effort, additional measures are now mandatory. As a result, we will soon begin discussions with the Council of Deans and the Faculty Senate regarding short and long-term approaches to educating faculty about sexual harassment and other important policy issues.

Interim Policies and Procedures Governing Sexual Harassment Complaints

Since October 1997, the University has addressed sexual harassment complaints under the *Interim Policies and Procedures Governing Sexual Harassment Complaints* (IP&PGSHC), an approach that covers all University constituencies—faculty, non-faculty staff, and students. As a result of a request by the Vice President for Academic Affairs, the Faculty Senate took part in a review of the IP&PGSHC. Although we had planned to address the Senate's recommendations and to circulate copies of a "final" document to faculty, staff, and students the Senate recommended that the IP&PGSHC continue to be designated as "interim" to allow further study.

At the Faculty Senate's December 11, 1998 meeting, following an extensive review, the Senate Committee on Professional Ethics & Academic Freedom offered and the Senate adopted (after discussion and amendments) a resolution for amending the IP&PGSHC. Also part of the resolution was the recommendation to create an ad hoc committee (jointly appointed by the Vice President for Academic Affairs and the Chair of the Executive Committee of the Senate and with broad representation), to further study the IP&PGSHC. In March, the Vice President for Academic Affairs and the Chair of the Executive Committee of the Senate appointed the following individuals to serve on the ad hoc committee:

Edward Caress, co-chair, Faculty
 Mary Cheh, Law, Faculty
 Carrie Potter, Student
 Linda Donnels, Dean of Students, Staff/Students
 Linda Gallo, co-chair, Faculty
 Diana Johnson, CSAS, Faculty
 Hugo Junghenn, CSAS, Faculty
 Susan Kaplan, Human Resources, Staff
 Paul Swiercz, Faculty
 Annie Wooldridge, Faculty Recruitment and Personnel Relations, Staff

Martin Michaelson of the law firm Hogan & Hartson will assist the committee in its review of the IP&PGSHC.

At this date, the Vice President continues his evaluation of the Senate's recommendations for amending the IP&PGSHC. We anticipate promulgation of the IP&PGSHC to the various University constituencies during March 1999.

CHALLENGES

4-A Plan Framework for Cultivating a Diverse Professoriate

Last year in this section, we outlined a flexible approach for guiding the careful planning and the extraordinary continuing efforts needed to cultivate a diverse faculty. The comprehensive approach promotes diversity as a strategic issue and would engender more effective management of our activities to build and maintain a diverse professoriate. The attention, action, accountability, and assessment suggested in the 4-A Plan Framework for Cultivating a Diverse Professoriate can be tailored to meet institutional objectives, legal standards, and the special challenges faced by some schools and departments. Over the past year we have used the elements of the plan to guide discussions with deans, department chairs, and various University committees. We will continue to recommend this approach to structure a much needed dialogue around specific diversity issues and concerns, as well as help to define the basic equal employment opportunity and affirmative action principles by which we will live and operate in the future.

Recruitment-Policies, Procedures and Monitoring Activity

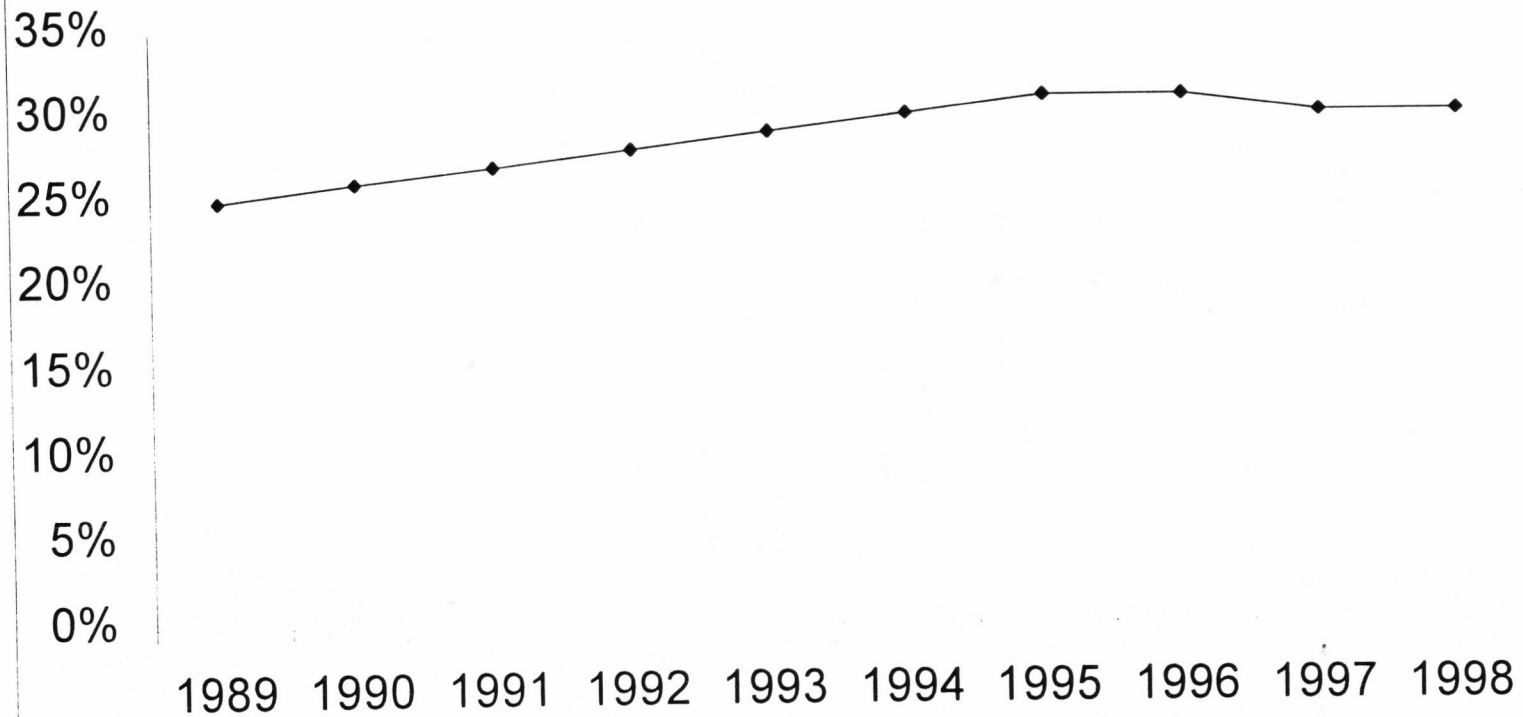
We continue our work to improve services to schools and departments through a review of employment related practices as well as "issue" meetings with department chairs, school-wide and departmental recruitment committees, etc. However, staff issues continued to plague our progress towards a much needed revision of the *Policies and Procedures for the Recruitment of Faculty*. We are working on creative ways of addressing this problem.

APPENDICES

- Appendix A1: Women as a Percentage of Regular Faculty**
- Appendix A2: Percentage of Regular Faculty of Color**
- Appendix B: New Full-Time Faculty, Academic Years 1994/95 - 1998/99**
- Appendix C: Full-Time Faculty by School and Percent Change Between Academic Years 1988/89 and 1998/99**
- Appendix D: Full-Time Faculty and Percent Change Between Academic Years 1988/89 and 1998/99
Tenured and Tenure Track**
- Appendix E: Full-Time Faculty and Percent Change Between Academic Years 1988/89 and 1998/99
Senior Ranks - Full and Associate Professors**
- Appendix F: 1998-99 Full-Time Faculty of Color by School and Contract Status**
- Appendix G: All Visiting Appointments Academic Year 1998/99**

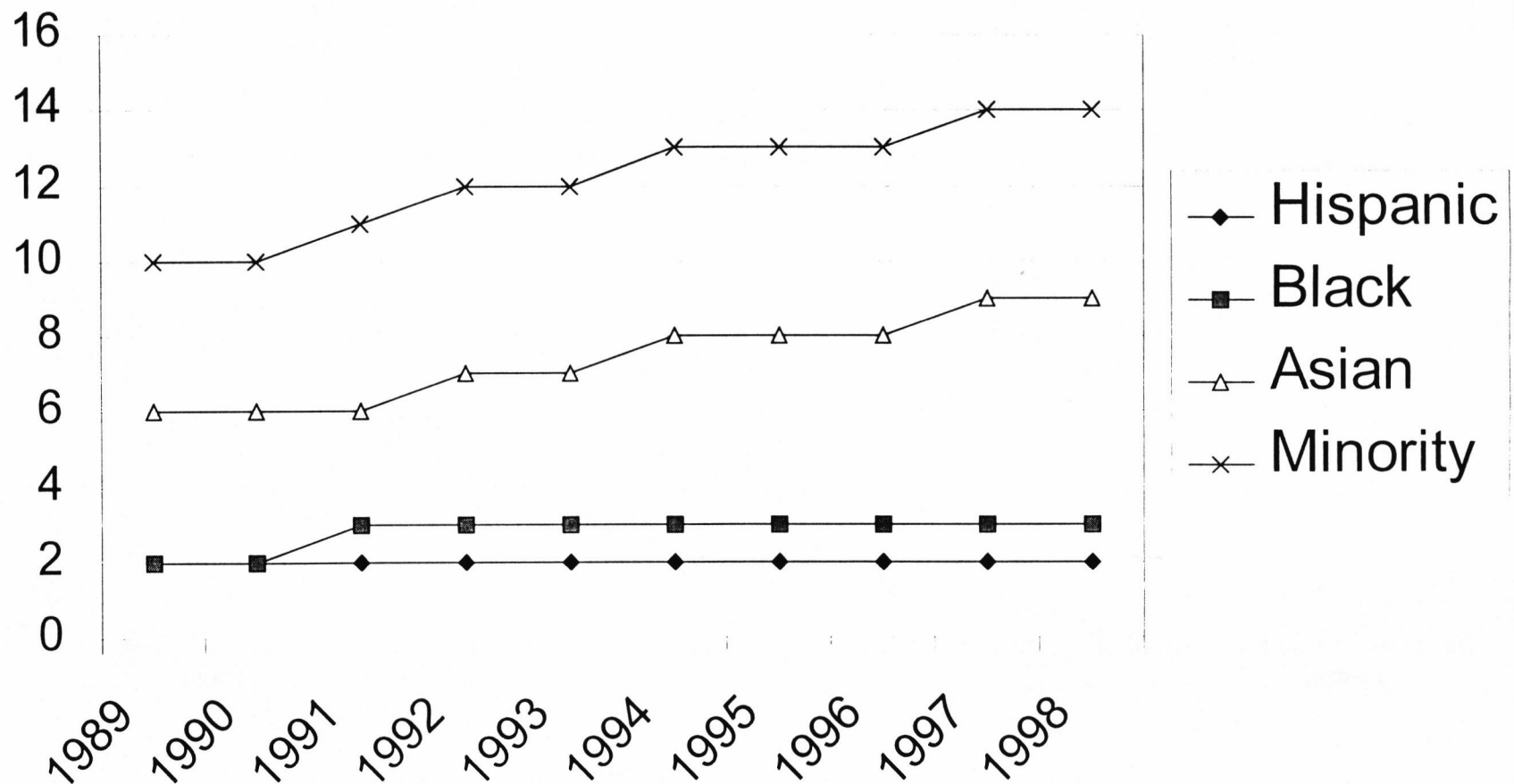
APPENDIX A1

Percentage of Women Regular Faculty



APPENDIX A2

Percentage of Regular Faculty of Color



APPENDIX B

New Full-Time Faculty Academic Years 1994-95 to 1998-99

	1994-95		1995-96		1996-97		1997-98		1998-99	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Total	60	100%	51	100%	69	100%	58	100%	55	100%
Women	23	38%	18	35%	29	42%	23	40%	20	36%
Men	37	62%	33	65%	40	58%	35	60%	35	64%
White	44	73%	44	86%	59	86%	45	78%	43	78%
Black	7	12%	4	8%	2	3%	2	3%	4	7%
Asian	7	12%	3	6%	6	9%	8	14%	6	11%
Hispanic	2	3%	0	0%	2	3%	3	5%	2	4%
Minority Total	16	27%	7	14%	10	14%	13	22%	12	22%

APPENDIX C

Full-Time Faculty by School and Percent Change Between Academic Years 1988/89 and 1998/99

	TOTAL	MEN			WOMEN			MINORITY		
	<u>98/99</u>	<u>98/99</u>	<u>Change from 88/89</u>		<u>98/99</u>	<u>Change from 88/89</u>		<u>98/99</u>	<u>Change from 88/89</u>	
	<u>Number</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>
CSAS	350	230	3.6%	8	120	46.3%	38	40	81.8%	18
SBPM	111	86	13.2%	10	25	78.6%	11	17	240.0%	12
ESIA	33	27	58.8%	10	6	500.0%	5	4	100.0%	2
SEAS	68	62	-10.1%	-7	6	0.0%	0	15	50.0%	5
GSEHD	60	31	40.9%	9	29	26.1%	6	7	133.3%	4
LAW	65	48	33.3%	12	17	41.7%	5	8	300.0%	6
SMHS	269	181	-15.0%	-32	88	37.5%	24	49	53.1%	17
SPHHS	19	13	0.0%		6	0.0%		1	0.0%	
UNIV	6	6	50.0%	2	0	0.0%	0	0	0.0%	0
TOTAL	981	684	1.8%	12	297	42.8%	89	141	83.1%	64

APPENDIX D

Full-Time Faculty and Percent Change Between Academic Years 1988/89 and 1998/99 Tenured and Tenure Track

	Men			Women			Total		
	98/99	Change from 88/89		98/99	Change from 88/89		98/99	Change from 88/89	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	457	-13.9%	-74	138	16.0%	19	595	-8.5%	-55
Black	6	-14.3%	-1	9	125.0%	5	15	36.4%	4
Asian	48	92.0%	23	14	55.6%	5	62	82.4%	28
Hispanic	4	-50.0%	-4	6	200.0%	4	10	0.0%	0
TOTAL	515	-9.8%	-56	167	24.6%	33	682	-3.3%	-23
Minorities	58	45.0%	18	29	93.3%	14	87	58.2%	32

APPENDIX E

Full-Time Faculty and Percent Change Between Academic Years 1988/89 and 1998/99 Senior Ranks - Full and Associate Professor

	Men			Women			Total		
	98/99	Change from 88/89		98/99	Change from 88/89		98/99	Change from 88/89	
	Number	Percent	Number	Number	Percent	Number	Number	Percent	Number
White	487	-3.2%	-16	142	49.5%	47	629	5.2%	31
Black	8	33.3%	2	12	500.0%	10	20	150.0%	12
Asian	42	110.0%	22	12	50.0%	4	54	92.9%	26
Hispanic	6	-14.3%	-1	7	250.0%	5	13	44.4%	4
TOTAL	543	1.3%	7	173	61.7%	66	716	11.4%	73
Minorities	56	69.7%	23	31	158.3%	19	87	98.3%	42

APPENDIX F

1998/99 Full-Time Faculty of Color by School and Contract Status

Tenure and Tenure-Track Positions Combined

	<u>Minority</u>	<u>Black</u>	<u>Asian</u>	<u>Hispanic</u>
CSAS	36	8	24	4
SBPM	15	2	12	1
ESIA	2	0	1	1
SEAS	13	0	12	1
GSEHD	3	1	1	1
LAW	5	3	1	1
SMHS	13	1	11	1
SPHHS	0	0	0	0
UNIV	0	0	0	0
TOTAL	87	15	62	10

Non-Tenure-Track

	<u>Minority</u>	<u>Black</u>	<u>Asian</u>	<u>Hispanic</u>
CSAS	4	1	3	0
SBPM	2	1	1	0
ESIA	2	2	0	0
SEAS	2	0	2	0
GSEHD	4	2	1	1
LAW	3	1	1	1
SMHS	36	10	17	9
SPHHS	1	0	0	1
UNIV	0	0	0	0
TOTAL	54	17	25	12

APPENDIX G

All Visiting Appointments
Academic Year 1998/99

	<u>MEN</u>		<u>WOMEN</u>		<u>TOTAL</u>	
White	37		27		64	
Black	0		1		1	
Asian	5		0		5	
Hispanic	0		1		1	
TOTAL	42	59.2%	29	40.8%	71	
Minorities	5	11.9%	2	6.9%	7	9.9%

ROUNDTABLE #6

A walk across the University quad on a sunny day would likely provide sufficient evidence of the diversity that exists among GW students. This is perhaps to be expected at a major research university located in the nation's capital. A related expectation might be that, in the interests of providing role models for students and offering a variety of intellectual and cultural perspectives, the composition of GW's faculty reflects the diversity of the student body. Based on the number of female, Black, Asian and Hispanic faculty members, this is not the case. While trends show movement in the right direction, the slow pace at which numbers are increasing indicate a need to more actively pursue effective minority recruitment and retention strategies.

It is important to note, as best practices for increasing diversity are shared and developed, that diversity goes beyond the number of male, female, Black, Asian and Hispanic faculty included in the statistics. Nationality, sexual orientation, ideas, language, and exceptionalities are also part of what defines diversity on a campus. At GW, an institution with a large contingent of international students, the international composition of the faculty should be considered an important aspect of diversity.

There are obstacles of varying severity that impact the recruitment of underrepresented faculty. The relatively small number of identifiable minorities in the applicant pool, the lack of self identification that would facilitate targeting minorities, the selection criteria relative to scholarship that overrides consideration of minority status; the suspicion inherent in perceived tokenism, the lack (or lack of visibility) of a critical mass of minority faculty, and a lack of diversity within search committees are examples of obstacles cited by faculty members.

Strategies for recruitment being used or considered across GW include consulting available lists of recent minority Ph.D. recipients; cultivating GW's minority doctoral candidates for eventual appointment to the faculty; asking colleagues to speak to minority candidates on behalf of GW; allowing flexibility relative to the tenure clock; focusing on the recruitment of junior and mid-level faculty willing to move laterally; ensuring diversity within search committees; and targeting advertisements and personal contacts to geographic areas with diverse populations, professional organizations for minorities, and historically black colleges. Not all strategies are feasible or appropriate for every search, but these and others should be considered as part of the recruitment process.

Once an applicant pool has been narrowed, the campus visits by candidates provide an opportunity to showcase a broader view of the University and its home city. A candidate being considered for a position in a small department, for example, may gain a sense of comfort from exposure to faculty members and administrators with whom they share minority status. The supportive nature of the Washington, D.C. metropolitan area should also be portrayed.

Retention is another essential element of building a diverse faculty. Sensitivity to the needs of minority faculty should translate into both informal and formal means of

building camaraderie and support. Department chairs, in particular, should be held accountable for establishing mentoring relationships for new faculty. The Medical Center model of establishing a minority caucus for the purpose of improving the University environment for minority faculty should be considered a potential best practice for the entire University. Creating a critical mass of minority faculty for whom GW provides a welcoming and nurturing environment would be a positive step toward building a more diverse faculty.

REPORT OF THE EXECUTIVE COMMITTEE
March 12, 1999
PROFESSOR LILIE F. ROBINSON, CHAIR

On behalf of the Executive Committee, I would like to report on the following matters.

1. ELECTION OF THE EXECUTIVE COMMITTEE FOR THE 1999-00 SESSION

The election of the Chair and the members of the new Executive Committee for the 1999-00 Session, beginning in May, will take place at the April Senate meeting.

2. APPOINTMENTS TO AD HOC COMMITTEE ON INTERIM POLICY AND PROCEDURES GOVERNING SEXUAL HARASSMENT COMPLAINTS

(a) Edward Caress, Professor of Chemistry and Executive Associate Dean (CSAS), was appointed as Co-Chair of the Ad Hoc Committee to replace Professor Maurice A. East, who indicated that he will not be able to serve.

(b) Carrie Potter, President, GWU Student Association, was appointed to the Ad Hoc Committee as a student member.

3. OTHER MATTERS

The Executive Committee at the April meeting will propose nominees for election to the Dispute Resolution Committee, including a Chair, and make recommendations for appointment by the President to various Administrative Committees.

4. ANNOUNCEMENTS

The next meeting of the Executive Committee is scheduled for March 26th. Reports and resolutions for the April Senate meeting should be received by the Executive Committee before that date.

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

March 1, 1999

**The Faculty Senate will meet on Friday, March 12, 1999, at
2:10 p.m. in the Elliott Room, University Club, 3rd Floor, Marvin Center.**

AGENDA

- 1. Call to order**
- 2. Approval of the minutes of the regular meeting of February 5, 1999, as distributed**
- 3. Resolutions:**

A RESOLUTION ENCOURAGING THE FACULTY TO SUPPORT AND PARTICIPATE IN CHARITY EVENTS (98/8); Professor David McAleavey, Co-Chair, Joint Committee of Faculty and Students (Resolution 98/8 attached)
- 4. Introduction of Resolutions**
- 5. Annual Report on Recruitment and Appointment of Women and Faculty of Color by Vice President Donald R. Lehman**
- 6. Annual Report on Faculty Salaries and Executive Compensation by Professor John G. Boswell, Chair, Committee on Appointment, Salary and Promotion Policies (report attached)**
- 7. General Business:**
 - (a) Nomination for election of the Nominating Committee for the 1999-00 Executive Committee: Professors Philip C. Wirtz (SBPM) Convener; Hugh L. Agnew (ESIA), Marie M. Cassidy (SMHS); Gerald P. Johnston (GWLS), Murray H. Loew (SEAS), Lynda West (GSEHD), and Laura S. Youens (CSAS)**
 - (b) Report of the Executive Committee: Professor Lilien F. Robinson, Chair**

(c) Interim Reports of Senate Committee Chairs

8. Brief Statements (and Questions)

9. Adjournment

A handwritten signature in cursive script that reads "Brian Selinsky". The signature is written in dark ink and is positioned above the printed name and title.

Brian Selinsky
Secretary

A RESOLUTION ENCOURAGING THE FACULTY TO SUPPORT AND PARTICIPATE IN CHARITY EVENTS (98/8)

WHEREAS, The George Washington University is committed to active participation in improving the quality of life in metropolitan Washington, DC; and

WHEREAS, the University actively solicits information about faculty involvement in community service; and

WHEREAS, the University actively encourages faculty-student interaction outside the classroom; and

WHEREAS, the GW student body and administrative personnel have in recent years demonstrated remarkable enthusiasm in organizing campus-wide support for various charitable fund-raisers, notably the Whitman-Walker Washington DC AIDS Walk, which a unified GW team has entered; and

WHEREAS, in 1998 the GW team in the AIDS Walk was the largest team entered (over 800 participants), and raised the 7th-largest amount of donations, which made GW's the only university team in the top 20 of fund-raising teams; and

WHEREAS, faculty participation in the GW team would be welcome (but has been scarce in recent years); NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Faculty Senate encourage the faculty to support and participate in charity events, especially when organized University-wide teams take part in those events.

**Joint Committee of Faculty and Students
February 12, 1999**

Committee on Appointment, Salary, and Promotion Policies (including Fringe Benefits) Faculty Senate Meeting, March 12, 1999

<u>From IRS Form 990</u>		<u>1995 - 1996</u>	<u>1996 - 1997</u>	<u>% Change</u>
S J Trachtenberg	President	\$322,934.	\$385,241.	19.3
D Blumer	VP & Gen' l Counsel	162,882	160,523	(-1.4)
W Bortz	VP	162,242	177,046	9.1
D Boselovic	Ass't VP	93,000	100,500	8.1
R Chernak	VP	194,154	209,943	8.1
C Clasper	Comptroller	102,606	108,118	5.4
A Ingle	Assoc VP	135,640	145,960	7.6
M Jacox	Assoc VP	140,424	150,582	7.2
S Kaplan	Assoc VP	----	132,724	---
L Katz	VP & Treasurer	235,022	255,431	8.7
D Lehman	Ass't VP	112,762	---	---
	(Part Asst VP & Part VP)	---	163,462	---
A Weingold	Interim VP Medical	319,918	330,864	3.4
M Worth	VP	141,930	157,559	11.0

From Previous Faculty Senate Minutes

GWU Average Salaries

Professor	\$81,175	\$84,229	3.8
Assoc Prof	58,847	60,728	3.2
Ass't Prof	48,322	49,384	2.2
Total	67,261	69,397	3.2

AAUP 80th Percentiles

Professor	80,480	83,550	3.8
Assoc Prof	57,260	58,970	3.0
Ass't Prof	46,900	48,660	3.8

Note: Chronicle of Higher Education had:

President S J Trachtenberg	\$343,503	\$385,241	12.2
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